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# Strategic Planning and Project Management in Local Government in Ukraine: A Scoping Review

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## ABSTRACT

### BACKGROUND

The study investigates the peculiarities of strategic planning and project management within the local self-government of Ukraine to reveal the main opportunities and problems affecting the effectiveness of these processes. The results show specific challenges to applying strategic planning, such as reforming the legislative system, regulating the financial situation, and providing appropriate qualifications among local government employees.

### MATERIALS AND METHODS

This task was accomplished by applying methods of analysis and content analysis of scientific literature selected using the PRISMA-ScR approach. A thorough overview of strategic planning and project management within Ukrainian local self-government was developed by examining 42 scientific sources.

### RESULTS

Resolving the identified challenges requires improving intergovernmental coordination, using the organizational skills of civil society, conducting appropriate personnel policy, establishing a clear division of powers, and combating corruption. These measures enable the mobilization of valuable resources and the successful implementation of specific strategic initiatives. The management maturity model, the Agile model, and the MSP model are considered particularly important for strengthening local self-government capacity.

### CONCLUSION

Further improvement of strategic planning and project management processes within the framework of decentralization will require significant changes in the regulatory framework, active involvement of local government representatives in adopting national development strategies and similar documents, the introduction of educational programs, continuous staff development, and practical tools for monitoring and evaluating project performance.

**Keywords:** Communities, Local government, Model, projects, Strategic planning, Project approach, Multi-level governance

### Highlights

- In Ukraine, a lack of funding, a problematic regulatory framework, and a shortage of qualified personnel are the primary barriers to local self-government.
- Strategic planning requires openness, decentralization, civil society participation, and intergovernmental coordination.
- The success of local government is determined by the maturity of the project management system, which currently requires a lot of work.

- The use of modern management techniques (Agile, MSP) increases the flexibility, transparency, and adaptability of the execution of strategic plans.

### Introduction

Local self-government, as a form of civil society organization, is one of the key components of the public administration system. The main functions of local governments include implementing clearly defined local tasks, fostering favorable conditions for community development, and optimizing the living environment.<sup>1</sup> In this regard, modern local authorities, focusing on meeting stakeholder expectations and operating under public and political scrutiny, must respond to complex and dynamic contemporary requirements. Consequently, strategic planning serves as an essential mechanism for the effective functioning of local self-government, as it ensures the sustainability and development of territorial communities. This issue is particularly relevant for Ukraine.<sup>2</sup>

At present, Ukraine is undergoing decentralization and reform of its local government system. In this context, effective project planning and management are becoming critical components of sustainable local development. Local authorities must maintain a comprehensive vision of long-term development goals and strategies, while also skillfully managing projects implemented at the level of territorial communities. The development of a community strategy therefore involves not only the identification of general directions and priorities but also the implementation of specific projects aimed at optimizing infrastructure and improving the quality of public services.

The main research problem addressed in this article is the insufficient level of strategic planning and project management at the local level in Ukraine. This shortcoming constitutes a significant obstacle to the sustainable development of territorial communities. Accordingly, the research task of identifying effective mechanisms of strategic planning and project management that can contribute to the systemic achievement of economic, social, and infrastructural goals at the community level becomes especially urgent. Thus, the focus of this paper is a systematic analysis of the principal practices and mechanisms of strategic planning and project management in local governments in Ukraine. Close attention is given to thoroughly reviewing project management experience, such as mobilizing local resources, using budget funds efficiently, and incorporating innovative methods into the execution of current community initiatives. Developing a community development strategy involves not only identifying general development priorities but also

Additional material is published online only. To view please visit the journal online.

Cite this as: Orel Y, Monastyrskyi G, Chykalo I, Fedenchuk Y and Svystun O. Strategic Planning and Project Management in Local Government in Ukraine: A Scoping Review. Premier Journal of Science 2025;14:100194

DOI: <https://doi.org/10.70389/PJS.100194>

Peer Review

Received: 8 October 2025

Last revised: 21 November 2025

Accepted: 24 November 2025

Version accepted: 5

Published: 24 December 2025

Ethical approval: N/a

Consent: N/a

Funding: No industry funding

Conflicts of interest: N/a

Author contribution: Yurii Orel, Grygorii Monastyrskyi, Inna Chykalo, Yaroslav Fedenchuk and Olexandr Svystun – Conceptualization, Writing – original draft, review and editing

Guarantor: Yurii Orel

Provenance and peer-review: Unsolicited and externally peer-reviewed

Data availability statement: N/a

analyzing projects aimed at improving infrastructure and enhancing the quality of public services. Effective project management must therefore encompass planning, implementation, and the monitoring of results, all of which directly influence the overall management process. For this reason, it is essential to assess the current state of strategic planning model implementation at the local government level and to identify the key challenges local authorities encounter in executing various strategic initiatives.

The primary purpose of this study is to examine the specific features of strategic planning and project management within the local self-government system of Ukraine in order to identify the main opportunities and challenges that influence the effectiveness of these processes. To achieve this goal, the following research questions have been formulated:

1. What is the current state of strategic planning and project management implementation in local governments in Ukraine?
2. What challenges hinder the effective functioning of local authorities in introducing and implementing strategic local initiatives?
3. Based on the identified challenges, what recommendations can be proposed to optimize the core processes of strategic planning and project management in light of Ukraine's ongoing decentralization reforms?

### Literature review

Modern scholars have paid attention to the analysis of various aspects of ensuring an effective system of local self-government in Ukraine. Scientific studies have identified support for decentralization and local government reform as key priorities of Ukraine's strategy. Recent research shows that Ukraine, along with other nations, is incorporating and advancing a strategic approach to sustainable territorial development planning. This is due to the main advantages of this approach for all key participants in the management process (government, territorial communities, enterprises).<sup>3,4</sup>

Kostetska<sup>5</sup> also conducted a comparative analysis of the implementation of strategic management of territorial communities based on the case of Ukraine and other EU countries. This research pointed out the importance of implementing a strategic approach to management. Unlike Kostecka's study, which focused on a comparative analysis of strategic management of territorial communities in Ukraine and EU countries, our study focuses on practical mechanisms for increasing the effectiveness of strategic planning and project management in conditions of decentralization and martial law.

Other works indicate that this strategic approach can significantly improve the scientific and practical basis of social, economic, and organizational aspects, optimize the process of management decisions, and help to expand the participants in the planning process.<sup>6</sup> In particular, studies indicate that the strategic approach allows for a fuller consideration of the

interests and needs of the population.<sup>6,7</sup> Moreover, the works of other modern scholars indicate that the introduction of strategic approaches to local governance makes the planning mechanism much more transparent for all business entities, for example, it creates various opportunities for the realization of common goals, and the pooling of material and financial resources of entities.<sup>4,8</sup> It is worth recognizing that some studies also point to certain opportunities for local authorities and local self-government bodies to direct efforts to address urgent and critical economic, social, or environmental problems. This, in turn, affects the stabilization of the situation in the socio-political and economic spheres. The study by Boldyriev et al.<sup>9</sup> defines the role of local self-government in the process of monitoring compliance with environmental legislation. The authors described several difficulties in implementing effective measures at the local level. They identified such problems as imperfect financing, lack of environmental awareness, and lack of effective administrative and procedural solutions. Through the prism of legal analysis, Bordeniuk and Tkachenko<sup>10</sup> describe the main legal aspects of national support for local self-government. Several recent studies indicate that implementing modern governance methods can utilize local resources for economic change and community development.<sup>6</sup> Bobro et al. highlighted the significance of adopting digital management tools.<sup>11</sup> The authors drew attention to a number of advantages of using innovative technologies in the system of management processes. The study by Kruhlov et al.<sup>12</sup> identifies the importance of public-private partnerships as an important mechanism for the restoration of urban infrastructure and urban development. Lysenko et al.<sup>13</sup> pointed out that the lack of an effective sustainable development policy and its ineffective implementation on a local basis due to insufficient funding for local governments is an important problem for Ukraine. Therefore, despite the fact that some plans have been formulated, development programs for individual territorial communities are not fully implemented due to the lack of effective mechanisms for their implementation and financing.<sup>14</sup> Other works also point to this problem and determine that in order to implement effective self-government programs, it is necessary to use various innovative technologies and project management methods.<sup>15</sup> Thus, the current scientific literature highlights various aspects of ensuring an effective self-governance process in Ukraine and emphasizes that, in order to implement community development programs similar to those used in other European countries, it is particularly important to strengthen local self-government, promote greater decentralization of governance, improve the administration of district development programs, and foster a more consolidated civil society. However, it is insufficient to merely identify the main barriers; it is also necessary to formulate effective strategies and propose solutions for their development and implementation. This study addresses these tasks by analyzing the current challenges in supporting local

government and by offering recommendations for optimizing the core processes of strategic planning and project management, with consideration of the ongoing decentralization processes in Ukraine.

**Methodology**

**Research design**

This study is a descriptive work that examines the peculiarities of self-government implementation in Ukraine. It relies on a systematic analysis of scientific sources, including scholarly literature and legislative acts, which highlight the main theoretical and practical approaches to strategic planning and the management of modern projects based on local self-government in Ukraine. The methodological framework applies to the PRISMA-ScR model to ensure consistency and transparency in the collection and analysis of research data.

**Amendment**

This scoping review followed the PRISMA-ScR guidelines (Tricco et al., 2018) to ensure methodological transparency. The review was not preregistered, but the full search protocol is available upon request.

The research questions were structured according to the PCC framework:

- Population (P): local self-government systems and governance actors;
- Concept (C): strategic planning, project management, and institutional mechanisms;
- Context (C): Ukraine and selected EU countries (2018–2024).

The search was performed in Scopus, Web of Science, EBSCO, and Google Scholar between March and April 2024 using predefined Boolean search strings (see Appendix 1). No language restrictions were applied.

A critical appraisal of included studies was not performed, as this is not a mandatory component of scoping reviews. The data synthesis relied on descriptive and comparative analysis, grouping findings into thematic clusters (“barriers”, “mechanisms”, “offers”).

**Sampling**

The study includes several types of scientific publications: articles, chapters from monographs, conference

proceedings, etc., legislative acts, Ukrainian regulations on ensuring the legal functioning of local self-government, reports, and reviews of international organizations on strategic planning and project management.

The selection of studies is based on a criterion-based sample formed on the main criteria of content, scientificity, and objectivity. Table 1 outlines the main criteria used to determine which scientific literature is included or excluded. Exceptions to inclusion criteria. Despite the main time range (2018–2024), 1 publication from 2016 was added to the final set, as it represents significant theoretical value for understanding the formation of the Ukrainian system of local self-government and its strategic planning.

Grey literature (IKI project report, RefPress analytical report) and all legal acts were coded using the same PCC logic. Legal acts were classified as “High evidence strength” due to their regulatory authority. Grey literature was marked as “Moderate evidence strength” because it provides practical but non-peer-reviewed insights into strategic and project-based governance.

If a source is highly valuable academically and will impact the content of this text, criteria 3 and 5 do not need to be followed. In particular, the study includes 1 study written in 2016 because of its value for this research paper. The text also covers general theoretical research on how local self-government is carried out in various other regions. Two reviewers independently screened titles, abstracts, and full texts to further refine inclusion and exclusion criteria. All disagreements between reviewers were resolved by discussion and consensus. The level of inter-rater agreement was tested using the Kappa coefficient ( $\kappa = 0.82$ ). This result indicated a high reliability of the source selection. Double screening. Selection of sources was carried out in two stages.

1. Initial screening of titles and abstracts by two independent reviewers. Each reviewer worked independently without access to the decisions of the other.
2. Full-text screening, in which the inclusion and exclusion criteria (C.1–C.5) were applied. The results of the assessment were also carried out independently.

**Table 1 | Inclusion and exclusion criteria**

Inclusion Criteria		Exclusion Criteria	
1.	The study describes the peculiarities of ensuring the self-government system, defines the main approaches, models and principles of functioning of this system	1.	Research not related to local governance or project management at the local level
2.	The paper describes practical approaches to strategic planning and management of modern projects based on local self-government	2.	Sources that are of a general descriptive nature and do not relate to the local realities of self-government
3.	Geographic focus: Ukraine, EU countries	3.	Works that describe regions far from Ukraine, such as East and South Asia, due to their low relevance to Ukrainian realities
4.	Different types of scientific articles are available for inclusion: review, theoretical, and empirical	4.	Incomplete scientific research. Scientific works that are not in the public domain
5.	Relevance: Literature written in the period of 2018–2024 is eligible for inclusion	5.	The study does not include sources written before 2018

Source: Compiled by the authors

The “include/exclude” decisions were compared after the stage was completed, and any disagreements were discussed and agreed upon by consensus. No source was included without the agreement of both reviewers.

Calculation of the agreement coefficient. The unit of analysis for calculating the Kappa coefficient ( $\kappa$ ) was each individual record ( $n = 764$ ) assessed during the full-text screening phase. The value of  $\kappa = 0.82$  corresponds to the “substantial agreement” level according to Landis & Koch (acceptance threshold  $> 0.60$ ). After calculating the Kappa, the reviewers re-examined all cases in which their assessments did not coincide and reached an agreed decision through discussion. No unresolved conflicts remained.

**Tools and procedure**

In the first stage of the study, the legal framework of Ukraine was selected and analyzed, aimed at regulating the key aspects of strategic planning and management of local self-government. The identified regulatory and legal documents were used to form the theoretical basis for the study and identify the main topics necessary for the search and collection of scientific literature. In the next stage, we searched for various scientific sources: articles, chapters from collective monographs, conference materials. We selected such scientometric databases as Scopus, Web of Science, EBSCO and Google Scholar. The keywords used in the search were local self-government, strategic planning, project management, EU, Ukraine, and legal mechanisms. A total of 2245 records were identified

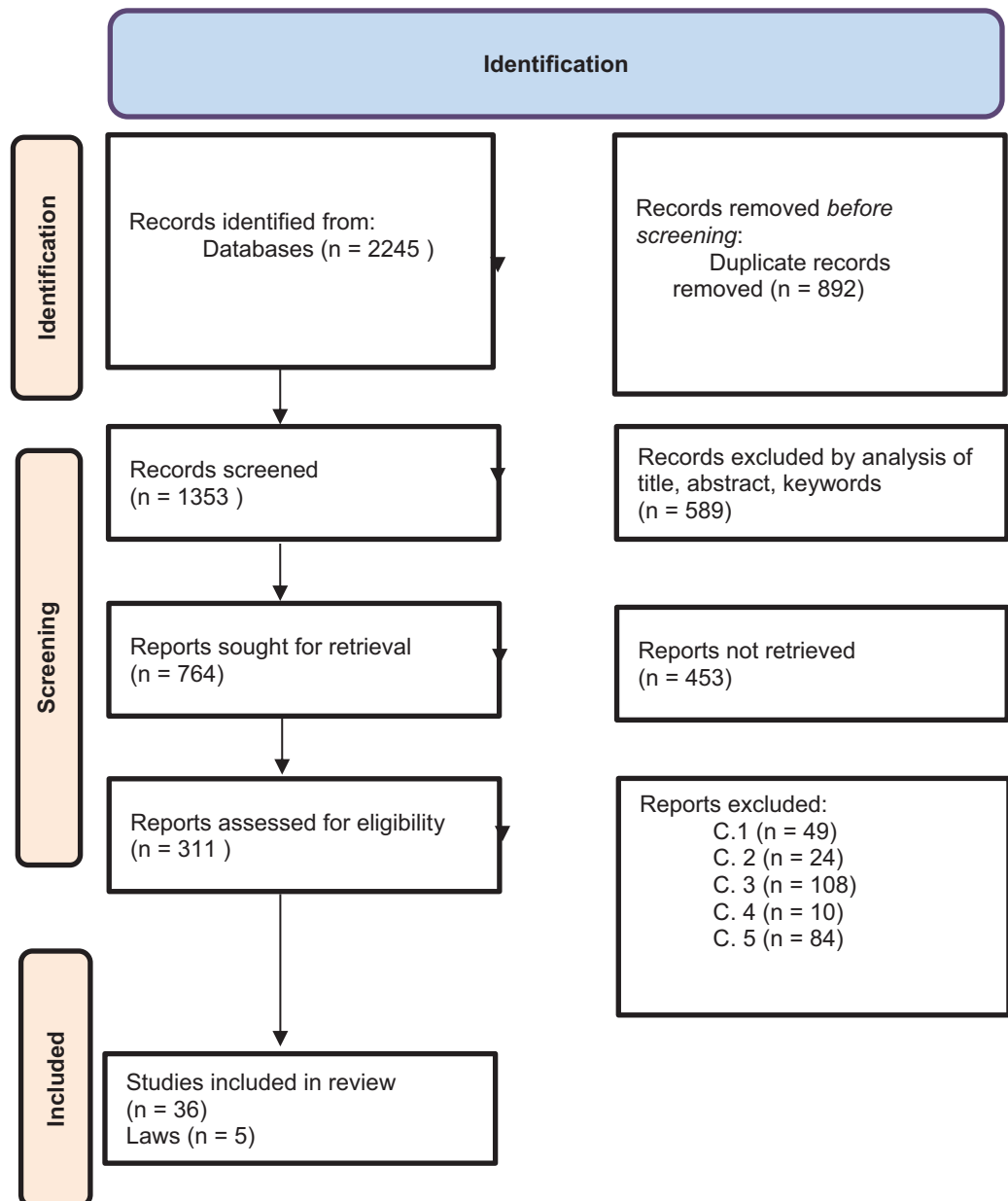


Fig 1 | Data collection in accordance with PRISMA-ScR

across Scopus, Web of Science, EBSCO, and Google Scholar. After removing 892 duplicates, 1353 titles and abstracts were screened. Following this stage, 589 records were excluded as irrelevant. Duplicates were detected and removed in stages. First, automatic deduplication was performed in Scopus and Web of Science for identical DOIs, titles, and publication year. The second stage involved manual checking in Excel, which compared matches for combinations of “author + title”, “title + year”, as well as duplicate records with different title variants or different databases. All records with incomplete metadata (title without reference, title without authors) were manually checked. A total of 892 duplicates were removed, leaving 1353 unique records for screening.

The remaining 764 full-text articles were assessed for eligibility based on inclusion and exclusion criteria (C.1–C.5). After excluding 722 sources that did not meet the criteria, 42 studies (37 academic publications and 5 legislative acts) were included in the final synthesis. Figure 1 presents the PRISMA-ScR flowchart with consistent numbers and exclusion categories.

Some papers had “not retrieved” tag. It covers items that were identified during the initial search but could not be retrieved for further analysis for several objective reasons. For example, no full text available in the open access, and institutional access or interlibrary loan did not provide access to the item. The second, inaccessible or broken links, including archived or deleted web pages, DOI changes, or metadata errors. The third, technical limitations of the platform/repository that prevented the item from being uploaded (server errors, format limitations, missing file). Also, incomplete or duplicate records for which no actual item existed (e.g., metadata only without file).

As a result, the criteria listed below were applied: 1. Content: The study describes the peculiarities of the self-government system and defines the primary approaches, models, and principles of functioning of this system. 2. The paper describes practical approaches to strategic planning and management of modern projects based on local self-government. 3. Geography of the study: Ukraine, EU countries, 4. Type of research: survey, theoretical, empirical, 5. Relevance: The literature written in the period of 2018–2024 is included. Using these criteria, the study collected and analyzed 37 items of scientific literature and 5 legislative acts (see Figure 1) To ensure transparency and reproducibility of the study, the PRISMA-ScR (Preferred Reporting Items for Systematic Reviews and Meta-Analyses extension for Scoping Reviews) approach was used. The full search strategies, including databases, dates, and logical operators, are provided in Appendix 2 and Appendix 3.

#### Data analysis

Microsoft Excel software was used to analyze the data. This software was chosen because it is affordable, easy to use, and allows for effective systematization of data. Each dataset included the following categories for

classification: topic (strategic approach, governance, resource mobilization); source: title of the law, author and title of the publication, specific implementation mechanisms, and provisions.

The data was organized into three main categories: barriers, mechanisms, and offers. This allowed for a systematic analysis of the selected categories and data. The primary information for each category was organized into separate tabs within Excel. This approach was chosen to simplify the analysis process. After that, a comparative analysis of the data obtained with the information presented in studies or legislative acts of Ukraine was conducted.

#### Results

In modern conditions, local self-government is a complex process regulated by both the World Declaration and the European Charter of Local Self-Government, as well as the Constitution of Ukraine and the provisions of the Law of Ukraine “On Local Self-Government in Ukraine”.<sup>16</sup> In this process, it is important to consider social transformations, new economic challenges, digitalization, and other challenges. Difficulties with the regulatory framework are no less relevant challenges.<sup>17</sup> Even considering the current state of the legal framework, the lack of clarity in using such standards between different levels of government leads to differences in approaches to creating local self-government bodies, assessing their effectiveness, and their implementation capabilities. Lack of finance is an important component that impedes the implementation of long-term strategic plans (for example, this challenge limits the ability to modernize infrastructure or implement other ambitious projects).<sup>18</sup> Also, modern strategic planning requires local government managers to have appropriate qualifications, including in developing and implementing strategies. The shortage of experienced personnel significantly impacts the level of planning and capacity. To address this situation, it is essential to enhance intergovernmental coordination by aligning the strategies of public authorities at both local and national levels. Leveraging the potential of civil society—including NGOs and democratic procedures – promoting accountability in personnel policy through appropriate training for local government employees, advancing decentralization by clearly defining the division of powers, and implementing robust anti-corruption and transparency measures are all critical factors in strengthening the credibility of local authorities. Collectively, these efforts facilitate improved strategic planning within territorial communities.

Moreover, there are significant differences between strategic and long-term planning. The creation of a strategy should precede the definition of long-term plans since it is the strategy that shapes the direction of development.<sup>19</sup> Instead, long-term plans are created at lower levels of management. Researchers interpret strategic planning in diverse ways. However, it should include several stages: creation, formation of organizational powers, understanding of goals and values, analysis of the environment, study of the internal

environment (capabilities of self-government managers), definition of strategic goals, creation of the actual strategy for achieving the goal; organizational features of the vision of the future.

To coordinate all search procedures, the time frame was clarified. The main search was conducted in March–April 2024. Given the emergence of new relevant publications (especially during the war period), an additional refined search was performed on July 24–26, 2024 using the same methodology and search strings. It was at this stage that some of the sources from 2024–2025 were identified. The search window has been officially expanded, and the update has been documented in PRISMA-ScR. Further pre-registration of the protocol on OSF is planned.

Strategy development generally follows certain principles and methods typically from an administrative perspective. These strategies typically use comparable methods, frequently incorporating ideas from other communities, scientific reasoning, and step-by-step procedures during their execution. Thus, most strategies have a similar structure (see Figure 2).

Strategic plans, plans for individual activities, and predefined sectoral plans are based on a response to changing conditions with maximum consideration of the interests of all existing and interested players. For this reason, the process of planning, setting goals, and conducting a separate analysis is organized in such a way as to involve as many individuals and civil society organizations as possible in the implementation process.<sup>20</sup> Local governments act as leaders and coordinators as they recognize the possibility of using certain approaches in management and planning. For this purpose, they implement separate projects that promote the development of territorial communities and urban centers, which require special attention. Using projects within the framework of local self-government is an important tool for achieving the strategic goals of further evolution of territorial communities. First, it allows the addition of useful resources (funds from the state budget allocated for community development, grants that can be received from other financial institutions, international donors, or investors) and the implementation of certain strategic initiatives. However, the project work of local governments is still not effective enough and does not fully meet the current requirements. Researchers note that the level of project competencies in the administration of territorial communities does not allow for producing relevant project

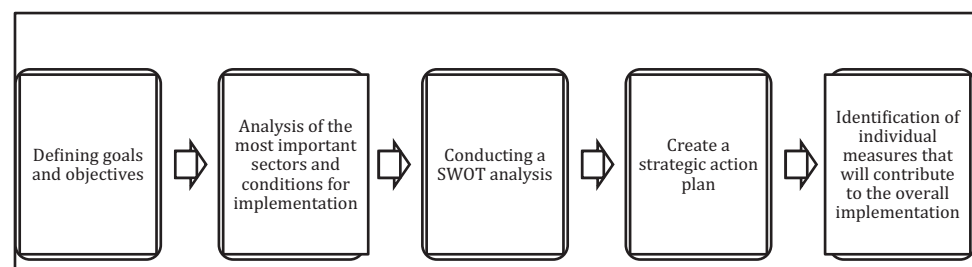
ideas and their implementation with the appropriate effect.<sup>21</sup> For example, within the framework of a pilot project in one of the territorial communities of Lviv (Sykhiv), an energy efficiency strategy was developed and implemented, combining the participation of local authorities, civil society organizations and international donors.<sup>22</sup> Thanks to the application of a project approach and modern strategic planning tools, it was possible to attract additional resources, reduce energy consumption in municipal institutions by 15% and form a practice of open monitoring of results. This example demonstrates how proper coordination, transparency and community participation increase the efficiency of management and contribute to the sustainable development of the territory.

Due to difficulties in the methodological support of local governments' project activities, Ukrainian government agencies and international partners often receive low-quality competitive projects for consideration. The concept of project management maturity emerged in the early 21st century. Researchers note that more than 25 organizational maturity models exist, and new models continue to be developed, including highly complex ones.<sup>21</sup> Although such models may differ in their coefficients, they generally share a considerable set of common features that deserve attention. In European countries, international and national management standards serve as the foundation for building project management systems. In Ukraine, the standard for managing innovative projects and programs developed by the Ministry of Finance of Ukraine is applied (see Figure 3).

The maturity structure illustrated in Figure 3 should be understood as a conceptual framework designed to support the gradual professionalization of strategic planning and project management in Ukrainian local governments. It does not represent an empirically validated model yet, but it builds upon recognized international standards – IPMA ICB 4.0, PMI PMBOK 7th Edition, ISO 21502:2020 / 21500, and Axelos MSP (5th Edition).

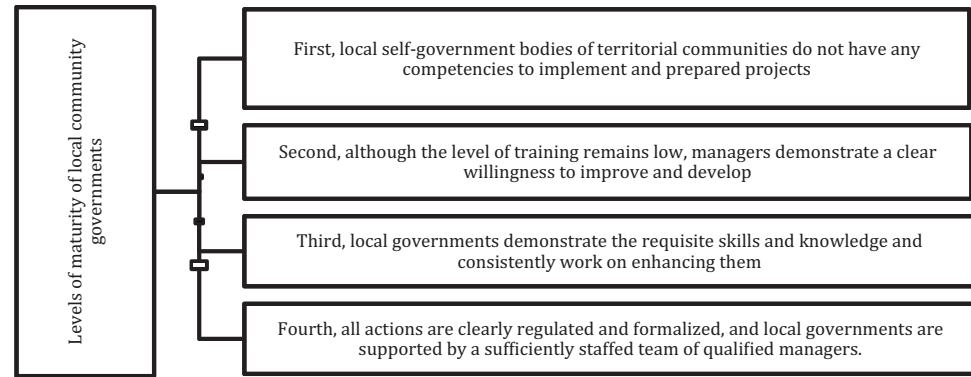
The framework distinguishes five maturity levels, reflecting the evolution from administrative task execution to adaptive, evidence-based strategic leadership:

- Level 1 – Initial: fragmented, ad-hoc project activity without formal processes.
- Level 2 – Defined: emerging documentation and awareness of project methods; isolated use of planning tools.



**Fig 2 | Typical structure of strategy development**

Source: Author's development.



**Fig 3 | Maturity of local governments**

Source: Author's development.

- Level 3 – Managed: structured planning with budget control, limited stakeholder feedback; alignment with national policy begins.
- Level 4 – Integrated: standardized procedures, digital project tracking, introduction of Agile iterative planning and MSP programme coordination.
- Level 5 – Optimized: continuous improvement through data-driven decision-making, full transparency, cross-sector collaboration, and institutional learning.

For future validation, this framework will be operationalized through a Maturity Assessment Instrument for municipalities. Four measurement domains will be applied:

1. Governance and strategic alignment (clarity of roles, compliance with standards);
2. Process and resource management (budgeting, monitoring, documentation);
3. Stakeholder engagement (public participation, inter-agency coordination);
4. Digital and innovative capacity (use of digital tools, Agile cycles, feedback loops).

Each domain will be scored on a five-point scale corresponding to the maturity levels above. Pilot testing is planned with selected Ukrainian municipalities once wartime conditions permit.

The integration of Agile principles (flexibility, result orientation, rapid feedback) with the MSP methodology (structure, strategic alignment, programmatic benefits management) provides a dynamic balance between stability and adaptability. The proposed framework allows Ukrainian local governments to gradually increase their level of maturity - from administrative task performance to strategic leadership based on data, collaboration and innovation. Thus, Figure 3 visualizes this integrated development logic: the vertical axis reflects the levels of maturity, and the horizontal axis - the gradual integration of Agile and MSP approaches, forming a holistic, multi-level model of the evolution of local governance in Ukraine.

The concept of management maturity requires continuous improvement of the project management organization. In particular, it also refers to the ability to use

best practices to develop staff focused on optimizing management processes in project management. In addition, it refers to the continuity of the improvement process, which indicates the introduction of important lifelong learning practices. The Agile model, based on empirical theories in process management, is popular internationally. It involves iterative project planning and implementation, which provides greater predictability and risk control. The Agile model is based on three main aspects: observation, adaptation, and transparency. Transparency in this system requires that every participant has a clear understanding of all parts of the project, since everyone shares equal responsibility for the outcome. Observation is a permanent supervision of each employee's duties.<sup>22,23</sup> If problems are identified, measures are taken to eliminate them. Adaptation involves monitoring project progress and responding to challenges, such as whether the team can cope with assigned tasks and whether it performs the appropriate supporting activities. The MSP model is based on insights gained from effective programs. This methodology incorporates several aspects regarded as key, including transformativeness, expertise in the management field, and adherence to management principles. In practice, the model leads to the development of a distinct vision, a description of the future state of project implementation, the application of leadership, consideration of stakeholder interests, benefit management, and the systematic handling of challenges and problems.

In the context of local self-government, it is also essential to take into account the specific characteristics of local communities, which create additional challenges for managers. Therefore, each project management model should include some broadly applicable principles (refer to Table 2).

To ensure transparency of the evidence base, a map of the relationship between project management principles, identified barriers, facilitators and recommendations was created in accordance with PRISMA-ScR requirements (Table 3). Each principle in Table 2 is linked to specific evaluated sources that support the corresponding conclusions.

**Table 2 | Principles of project management at the local level**

No	Principle	Characteristics	Sources
1	Focus on the needs of local communities	Management models require an approach that addresses the local population primarily, creating conditions for the long-term improvement of their situation, protection of the most vulnerable local groups, etc.	Khomenko et al. <sup>18</sup> Redko et al. <sup>15</sup>
2	Comprehensiveness	The use of models for implementing projects in territorial communities should consider society's local social, economic, and environmental conditions.	Lysenko et al. <sup>13</sup> Boldyriev et al. <sup>9</sup>
3	Budget	The use of management capacity should be fully supported by a budgetary process that ensures that the planned activities to achieve the goals align with the available financial resources and that the project cannot be stopped due to financial circumstances. Small financial potentials or limited timeframes should also be important benchmarks for project implementation in any other circumstances.	Vakulenko et al. <sup>21</sup>
4	Monitoring	Mandatory monitoring and timely evaluation are essential for project management models. These principles should be based on clear and transparent indicators, which will allow you to assess the effectiveness of the tasks, respond to problems promptly, adjust the action plan in case of changes in circumstances, etc.	Kostetska <sup>5</sup>
5	Correlation of local and national	There is a need for constant interaction between the authorities at the national and local (decentralized) levels. While the central level determines the main strategic principles of economic, social, financial, legislative, and administrative policy, detailed planning, implementation, and monitoring of projects are conducted at the level of local governments, which have the appropriate resources and necessary powers.	Kostetska <sup>5</sup>

Source: Author's development.

Adherence to the principles listed in the table ensures the formation of a holistic project management system at the local government level. The principle of community orientation emphasizes the priority of the social significance of projects over administrative interests, which allows building public trust in the authorities and enhances public participation in the planning process. Complexity guarantees the coherence of social, economic, and environmental aspects of development, thanks to which communities receive not fragmentary, but systemic results.

Following these principles will lead to noticeable improvements in project management within local governments. Besides, the research literature has identified several recommendations that can provide an important basis for improving strategic planning and project management within the decentralization process. First, it is about the further evolution of the legal framework, particularly in developing appropriate planning and management tools and simplifying bureaucratic procedures while maintaining appropriate control over implementation. Community integration

into national processes will require the active involvement of local government representatives in adopting national development strategies and other similar documents. A separate consequence of such interaction may be the formation of appropriate educational programs for the population (at least for local managers), which would teach the relevance of strategic planning and the possibilities of involving the community in the performance of management functions.<sup>24,25</sup> The educational component is also important for the relevant process of staff development, ensuring the capacity of local governments to implement projects. The innovativeness of modern project management models (including Agile and MSP) will allow for flexibility and adaptation of plans to the unstable conditions of the present. On this basis, it is possible to ensure the effectiveness of project management at the local level. It has also been found that monitoring and evaluation of project performance is also an important tool that can significantly improve performance.<sup>26</sup> Under these circumstances, improving project management processes at the local government level in Ukraine will require

**Table 3 | A map of the relationship between principles, evidence and conclusions**

Nº	Principles (from Table 2)	Sources	Empirical or theoretical evidence	Barrier / Facilitator	Recommendation / conclusion
1	Focus on the needs of local communities	Khomenko et al. <sup>18</sup> ; Redko et al. <sup>15</sup>	Studies reveal low community participation in strategic processes due to lack of funding. <sup>15,18</sup>	Barrier: Limited resources of local councils.	Increase institutional capacity and develop participatory tools.
2	Comprehensiveness	Lysenko et al. <sup>13</sup> ; Boldyriev et al. <sup>9</sup>	Analytical works show that the environmental component is often ignored in community strategies. <sup>13,9</sup>	Barrier: Narrow sectoral approach.	Include environmental and social indicators in all local plans.
3	Budget	Vakulenko et al. <sup>21</sup>	Analysis of budget cycles proves that projects are stopped due to unforeseen funding. <sup>21</sup>	Barrier: Instability of revenues.	Implement medium-term budget planning at the local government level.
4	Monitoring	Kostetska <sup>5</sup>	The author highlights the lack of KPIs in most strategic documents. <sup>5</sup>	Barrier: Lack of clear indicators.	Develop a unified monitoring system based on SMART indicators.
5	Correlation of local and national	Kostetska <sup>5</sup>	Evidence indicates weak coordination between levels of government. <sup>5</sup>	Barrier: Regulatory discrepancies.	Align local strategies with national development frameworks.

Source: Author's development.

**Table 4 | Criteria for strategic planning and project management at the local level in Ukraine, Poland, Czech republic, and Slovakia**

Criterion	Ukraine	Poland	Czech Republic	Slovakia
Regulatory framework	Effective but fragmented; needs updating and clear control and monitoring mechanisms <sup>12</sup>	Well-established, clearly structured, with effective control mechanisms <sup>5</sup>	Stable, supports transparency and accountability <sup>8</sup>	Harmonized with European standards, transparent <sup>14</sup>
Human resource potential	Lack of qualified personnel, need for upskilling	Continuous learning system, elevated level of professionalism <sup>5</sup>	Institutional support for staff development <sup>8</sup>	Regular training and development of employees <sup>14</sup>
Digitalization of management	At the stage of active implementation; level of digitalization depends on the region	Elevated level of digitalization, access to electronic services <sup>5</sup>	Advanced electronic management tools <sup>8</sup>	Wide use of digital platforms <sup>14</sup>
Financial autonomy	Limited, high dependence on the state budget	Multi-level financing, broad financial independence of communities <sup>5</sup>	Local budgets have significant autonomy <sup>8</sup>	High financial independence
Public participation	Growing, but not yet sufficiently institutionalized <sup>12</sup>	Elevated level of public involvement in planning <sup>5</sup>	Systematic cooperation with the community <sup>12</sup>	Active participation of citizens in decision-making <sup>14</sup>

comprehensive solutions that combine changes in the regulatory framework, civil society activity, improved human resources policy, and the application of up-to-date project management methods.

To better understand the effectiveness of Ukrainian approaches to strategic planning, it is advisable to compare them with the practices of the European Union countries, in particular Poland and the Visegrad Group countries. The Polish experience is indicative due to the successful implementation of a model of decentralized strategic management, which combines high autonomy of communities with effective state supervision and multi-level financing. In the Czech Republic and Slovakia, the emphasis is on developing the institutional capacity of local authorities, a system of continuous training of employees and the introduction of digital management tools (See Table 4).

Comparisons with Poland and the Visegrad Group countries serve as illustrative benchmarking, rather than a separate structured mini-review. They are included only to the extent that they help interpret the Ukrainian results, and are not based on a full systematic selection of sources. The analysis is presented according to agreed criteria (legal support, human resources capacity, digitalization, financial autonomy, community participation), which allows for comparison of contexts without going beyond the scope of the scoping review.

In Poland, local self-government reform was consolidated through the laws, which ensured both administrative and financial decentralization. A multi-tiered financing system and the use of EU structural funds enabled municipalities to co-finance strategic development programs effectively. In the Czech Republic, reform efforts focused on strengthening institutional capacity and professionalizing local administration. Slovakia followed a similar path, emphasizing participatory governance and integrated local development strategies. Comparative analysis (Table 4) shows that while Poland and the Czech Republic achieved higher institutional maturity, Ukraine continues to face fragmentation of the regulatory framework and limited financial autonomy. Nevertheless, Ukraine's post-2014 decentralization reform has created the foundation for enhanced community participation, the development

of local competencies, and gradual digitalization of municipal management systems.

The full-scale war in Ukraine has significantly changed the conditions for the functioning of local self-government, which directly affected the processes of strategic planning. During times of war, local authorities must reevaluate their priorities for developing local communities. Their main focus shifts to security, maintaining essential services for residents, rebuilding crucial infrastructure, and assisting internally displaced people. In these situations, conventional strategic planning methods are enhanced with aspects of both crisis and anti-crisis management. The speed of decision-making, flexibility of management procedures, as well as the ability to quickly adapt strategies to changes in the external environment become important. The integration of military and civil security issues into local development strategies requires special attention.

The practical implications of the study are the possibility of increasing the effectiveness of strategic planning and project management in local governments of Ukraine. The implementation of the proposed approaches – improving the regulatory framework, developing human resources, involving the public, applying modern management models (Agile, MSP) – will contribute to increasing transparency, accountability and effectiveness of community activities. The use of the principles of orientation to the needs of the local population, comprehensiveness, budget balance, monitoring and consistency with national policy will allow creating sustainable management models adapted to the modern challenges of decentralization and digitalization.

Although formal quality assessment is not mandatory for scoping reviews, the overall analysis showed that most of the included sources have clearly defined methods, relevant context and sufficient transparency in the description of the data. At the same time, a number of works have limitations: incomplete methodological descriptions, conceptual nature without empirical verification or lack of standardized indicators, which reduces the level of comparability. These features mean that the results of the synthesis should be interpreted as an overview of descriptive trends, rather than

evidence of causal relationships. Overall, the available sources provide sufficient confidence in the identified barriers, mechanisms and development directions, but require further empirical verification in future studies.

### Discussion

Strategic planning and project management are an essential element of modern management decisions. The purpose of the proposed study is to examine the peculiarities of strategic planning and project management within the local self-government of Ukraine to identify the main opportunities and challenges that affect the effectiveness of these processes. This goal involves finding answers to the problems associated with the current state of implementation of strategic planning and project management in local governments of Ukraine, identifying difficulties in implementing such initiatives, and proposing recommendations for optimizing the main processes of strategic planning and project management.

The proposed results note that the experience of implementing projects at the local government level depends on the experience of the implementers and the activity of local communities. It also emphasizes the difficulties that may be encountered during project implementation. These include challenges with the regulatory framework, lack of financial resources, and lack of relevant qualifications of the implementers. This confirms the thesis of other researchers about the importance of the ability to plan projects, taking into account the weaknesses of this process, with these factors being listed first and foremost.<sup>27</sup> Sometimes, in Ukrainian realities, one can encounter a situation where the relevant state of affairs is quite satisfactory to local governments, which justifies the existing difficulties by the lack of funding and the inability to quickly and efficiently eliminate them.<sup>28</sup>

This type of behavior was characteristic of the post-Soviet era, when certain patronizing expectations from state institutions discouraged initiative on the part of local communities and local governments. However, we agree with other researchers who argue that this situation has gradually become a thing of the past and is no longer typical today.<sup>29</sup> What we now observe is greater civil society activity and the emergence of a new category of public officials who think in different categories and are prepared to cooperate with active citizens in formulating project applications and mechanisms for their future implementation. These adjustments are entirely aligned with the present requirements for legislative regulation, which is evolving as Ukraine progresses toward European integration. To address the challenges, the article proposes strengthening intergovernmental coordination, utilizing the potential of civil society, adopting a responsible approach to personnel policy, combating corruption, and ensuring transparency in management processes. Such recommendations are in line with the findings of other scholars who point to the importance of further comprehensive transformations with a special emphasis on the legislative aspect.<sup>30</sup> In particular, the

researchers emphasized the more efficient use of local resources in those communities that implement inter-municipal cooperation, further use of the principle of transparency, etc. It is worth noting that the Law of Ukraine “On Associations of Local Governments” also provides for the formation of platforms for the interaction of local governments, while the implementation of the principles of transparency still requires additional attention.<sup>16,17,31</sup> Insufficient qualification of specialists, difficulties in financial support, and low level of cooperation with the public and business structures are also identified as obstacles.<sup>32–34</sup> The Law of Ukraine “On Local Self-Government in Ukraine” does not contain precise mechanisms to overcome such barriers as, for example, financial dependence on the state budget.<sup>16</sup> There are also no norms to stimulate cooperation with business. Such scientific interpretations, together with the results obtained, confirm the question that reforms aimed at decentralization and changes in budget financing of local authorities have and will have an impact on optimizing strategic planning, provided that constructive governance mechanisms are improved. The results of the proposed study show that the use of projects within local self-government is an important tool for achieving the strategic goals of further evolution of territorial communities. As a result, models have been developed—primarily concerning project maturity—to help assess how prepared local governments are to carry out project solutions. An important model is Agile, which uses empirical theories in process management. Also, in the Ukrainian realities, the MSP model is important - considering the experience of successful programs and their reproduction for development.

This confirms the conclusions of other scholars who consider the possibilities of such management models to be quite relevant in the Ukrainian reality.<sup>35</sup> The use of such approaches, combined with the consideration of local specifics, supports another research question: the absence of a precise mechanism for integrating local resources and the low level of public involvement in planning, development, and subsequent project management reduces the effectiveness of modern territorial initiatives. It's important to note that simply using project management models isn't enough; thorough and well-developed solutions are needed.<sup>36–38</sup> This will allow the use of other project management models in local government. The results show that there are important tools to improve project implementation. In particular, the article refers to the use of the principles of focusing on the needs of local communities, comprehensiveness, considering budgetary capacities, monitoring, and compliance with local and national legislation. These views align with the findings of other researchers who also suggest introducing new training programs to improve the skills of specialists, transparency in the budget process, etc.<sup>39,40</sup> Similar trends are also evident when analyzing Ukrainian legislation. For example, the Law of Ukraine “On Local Self-Government” provides for the formation of community development strategies, although no specific

control and monitoring tools are mentioned.<sup>16,41</sup> Another Law of Ukraine forms the basis for community amalgamation,<sup>42</sup> which significantly facilitates strategic planning in larger areas, but the problem of staffing remains open.

#### **Limitations and Future research**

It is worth noting that the methodology used in this study has certain limitations that should be considered when working with the results obtained. First and foremost, it is a sample of scientific sources that cover the latest relevant research. However, the implementation of projects at the local government level has its history, so although recent practices are more relevant to the Ukrainian experience, this does not negate the importance of analyzing all viable options for interaction, even if they are made in older publications. Although this does not affect the quality of the results, this approach creates opportunities for further research on this issue.

Furthermore, there is some language bias in the choice of literature; most sources are in English and Ukrainian, which may restrict access to significant studies published in other languages. This may affect the completeness of the comparative analysis with the European experience. Another factor is the war conditions in which the local government system of Ukraine operates. War significantly changes the context of strategic planning, in particular community priorities, resource constraints and management approaches. Because of this, some conclusions may have limited generalizability in post-war or peacetime conditions.

This study does not include a comparative analysis of local government systems in other countries, nor does it include an empirical test of the effectiveness of individual management models (Agile, MSP) at the level of specific communities. Such aspects go beyond the purpose of the work, which was to theoretically and methodologically generalize the principles of strategic planning and project management in the context of Ukrainian decentralization.

It is worth noting that the methodology used in this study has several limitations that should be considered when interpreting the results. First, the research was based on a sample of academic and legal sources published mainly between 2018 and 2024, which ensures relevance but may exclude valuable earlier studies that discuss the historical development of local governance in Ukraine. Second, language bias is an important limitation. Most of the included publications were in English and Ukrainian, while materials in Polish, German, and French-languages relevant to comparative European governance – were not systematically reviewed. This linguistic constraint may have limited the diversity of perspectives and reduced the completeness of cross-national comparisons.

Third, grey literature (such as non-indexed reports, working papers, policy briefs, and municipal documents) was only partially analyzed. While these sources often contain valuable empirical insights into local self-government practices, they were excluded when

they lacked formal peer review or sufficient methodological transparency. Future studies could incorporate grey literature to balance the academic-policy evidence base.

Fourth, the study did not include a formal critical appraisal of the methodological quality of each included source, as this step is optional for scoping reviews according to the PRISMA-ScR framework. Nevertheless, the absence of such assessment may limit the ability to differentiate the strength or reliability of findings across studies. Finally, the scope of this study did not include comparative statistical analysis across EU countries or empirical testing of management models (e.g., Agile, MSP) within specific local communities. These directions remain open for further research aimed at evaluating the practical effectiveness of governance frameworks and developing context-adaptive project management tools for Ukrainian local governments.

Given these limitations, the findings of the study should be interpreted as reflecting the picture revealed in the selected sources, and not as a definitive assessment of the effectiveness of specific governance models or the proposed maturity framework. The results of the scoping review outline possible directions for the development of strategic planning and project management in local governments in Ukraine, but require further empirical confirmation at the level of real communities, policy sectors, and specific management practices.

#### **Conclusions**

Thus, in the current environment, project implementation is an important component of the activities of local governments. These activities, regulated by Ukrainian legislation and international agreements, require overcoming existing challenges such as further reform of the legislative system, regulation of the financial situation, and the availability of appropriate qualifications among local government employees at the managerial level. Addressing these issues necessitates improved intergovernmental coordination, the use of civil society's organizational potential, effective personnel policies, a clear division of powers, and measures to combat corruption.

The use of projects within the framework of local self-government is a key tool for achieving the strategic goals of the further development of territorial communities. This approach makes it possible to mobilize useful resources and implement specific strategic initiatives. The management maturity model is particularly significant, as it requires continuous improvement of project management practices. The Agile model, grounded in empirical theories of process management, has gained popularity. The MSP model, in turn, is based on the experience of successful programs and involves the creation of a clear vision of the future state of implementation, the use of leadership, consideration of stakeholder interests, benefit management, and the systematic handling of challenges and problems.

Further improvement of strategic planning and project management within the decentralization process requires updates to the regulatory framework, active participation of local government representatives in the development of national strategies and similar documents, the use of targeted educational programs, professional staff development, and the implementation of tools for monitoring and evaluating project performance.

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Appendix 1			
Database	Search String	Date of Search	Results
Scopus	TITLE-ABS-KEY (“local self-government” AND “strategic planning” AND (Ukraine OR “EU countries”))	March 2024	524
Web of Science	TS=(“local governance” AND “project management” AND Ukraine)	March 2024	676
EBSCO	(AB “local self-government” AND TI “strategic management”)	April 2024	422
Google Scholar	“local self-government” + “strategic planning” + Ukraine	April 2024	623

**Appendix 2**

Database: Scopus  
 Search date: July 24, 2024  
 Query: TITLE-ABS-KEY(“local self-government” AND “strategic planning” AND “project management” AND (Ukraine OR EU))  
 Database: Web of Science  
 Search date: July 25, 2024  
 Query: TS=(“local self-government” OR “municipal governance”) AND TS=(“strategic planning” OR “project management”) AND TS=(Ukraine OR EU)  
 Database: Google Scholar

Search date: July 26, 2024

Query: “strategic planning in local self-government Ukraine EU”

**Appendix 3. Data Charting and Evidence Mapping Table (PRISMA-ScR)**

This table summarizes all 42 sources included in the scoping review, structured according to the PRISMA-ScR framework. Each entry contains bibliographic information, type of source, level of governance, main methodological approach, key findings, relevance category (barrier, mechanism, offer), and assessed strength of evidence.

Nº	Source (Author, Year)	Type	Governance Level	Methodological Approach	Key Findings	PCC Relevance	Category	Evidence Strength
1	Sabadash et al., 2020	Academic article	Regional	Descriptive, applied	Cultural/tourism assets stimulate local development	P–local; C–strategic development; C–Ukraine	Mechanism	Moderate
2	Hnatkovich et al., 2023	Academic article	National/Regional	Policy analysis	Modern approaches to regional development governance	P–institutions; C–planning; C–Ukraine	Mechanism	High
3	Tokarchuk, 2022	Book chapter	Local	Analytical review	Strategic planning & Green course in LG reform	P–local; C–strategic planning; C–Ukraine	Mechanism	Moderate
4	Hrosul et al., 2021	Academic article	Enterprise/Regional	Analytical modelling	Contradictions in cluster governance	P–institutions; C–management; C–Ukraine	Barrier	Moderate
5	Chychun et al., 2023	Academic article	Organizational/Local	Descriptive	Management efficiency under remote-work conditions	P–institutions; C–management; C–Ukraine	Mechanism	Moderate
6	Kostetska, 2023	Academic article	National (Poland–Ukraine)	Comparative case study	Rural strategic planning improves governance efficiency	P–local; C–strategic planning; C–EU/ Ukraine	Mechanism	High
7	Lyndyuk et al., 2023	Academic article	Local (border communities)	Case study	Cross-border cooperation strengthens governance	P–local; C–project management; C–Ukraine/EU	Mechanism	High
8	Arabov et al., 2023	Academic article	Regional	Applied/quantitative	Efficiency assessment for tourism infrastructure	P–local; C–resource management; C–Central Asia	Offer	Moderate
9	Hrypynska et al., 2020	Academic article	Project-level	Mathematical modelling	Dynamic programming improves allocation of local project funding	P–local; C–project management; C–Ukraine	Offer	High
10	Haile & Mastalka, 2018	Academic article	Urban	Decision modelling	Multi-criteria decision-making in municipal governance	P–local; C–decision making; C–EU	Offer	Moderate
11	Boldyriev et al., 2024	Academic article	Local/National	Legal/policy analysis	Environmental state control over LG is fragmented	P–institutions; C–regulation; C–Ukraine	Barrier	High
12	Bordeniuk & Tkachenko, 2024	Academic article	National	Legal analysis	National support for LG remains inconsistent	P–institutions; C–support mechanisms; C–Ukraine	Barrier	High
13	Bobro et al., 2025	Conference proceedings	Institutional/Local	Applied	Investment models for local platforms	P–local; C–management; C–Ukraine	Offer	Moderate

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Nº	Source (Author, Year)	Type	Governance Level	Methodological Approach	Key Findings	PCC Relevance	Category	Evidence Strength
14	Kruhlov et al., 2024	Academic article	Urban/Smart city	Qualitative synthesis	PPP improves smart-city governance	P–local; C–PPP; C–Ukraine	Offer	Moderate
15	Voznyak et al., 2021	Academic article	Regional/Local	Theory	Behavioural economics shapes strategic planning	P–institutions; C–planning; C–Ukraine	Mechanism	High
16	Lysenko et al., 2016	Academic article	Local/rural	Empirical	Role of LG in rural development (pre-reform)	P–local; C–development; C–Ukraine	Mechanism	Moderate
17	Čajková & Šindleriová, 2022	Academic article	National/Local (Slovakia)	Survey	Performance-based budgeting supports LG planning	P–local; C–budgeting; C–EU	Offer	High
18	Redko et al., 2023	Academic article	National/Regional	Comparative	Energy strategic planning compared with EU	P–institutions; C–strategic planning; C–Ukraine/EU	Mechanism	High
19	Law No. 280/97-VR	Legal act	National	Normative	Defines LG structure; monitoring incomplete	P–institutions; C–legal framework; C–Ukraine	Barrier	High
20	Law No. 2493-III	Legal act	National	Normative	Regulates public service in LG bodies	P–institutions; C–legal framework; C–Ukraine	Mechanism	High
21	Khomenko et al., 2024	Academic article	National	Legal-regulatory	Civil society interaction during war	P–institutions; C–governance; C–Ukraine wartime	Barrier	Moderate
22	Pegan, 2024	Academic article	Local (Slovenia/Croatia)	Empirical	Co-creation improves strategic planning	P–local; C–strategic planning; C–EU	Offer	High
23	Trach et al., 2020	Book chapter	Local/Regional	Qualitative	Cultural heritage & conflict governance issues	P–local; C–policy; C–Ukraine war context	Barrier	Moderate
24	Vakulenko et al., 2025	Academic article	National/Local	Case study	Local finances under war require adaptive strategies	P–local; C–strategic finances; C–Ukraine	Barrier	High
25	IKI (Lviv project), 2023	Grey literature	Urban	Project documentation	Energy-efficient district planning	P–local; C–infrastructure; C–Ukraine	Offer	Moderate
26	Lagodiienko et al., 2019	Academic article	Regional/Local	Quantitative	Internet marketing tools in strategic management	P–local; C–strategy; C–Ukraine	Offer	Moderate
27	Phirtskhalashvili & Gvartadze, 2024	Academic article	National/Local (Georgia)	Multidisciplinary	Local governance & global challenges	P–local; C–strategic governance; C–Eurasia	Mechanism	Moderate
28	Paryzkyi et al., 2023	Grey literature (RefPress)	Regional	Analytical	Smart economy trends in regions	P–regional; C–innovation; C–Ukraine	Offer	Moderate
29	De Vicente-Lama et al., 2024	Academic article	Local (Spain)	Quantitative	Internal control improves LG financial sustainability	P–local; C–finance; C–EU	Mechanism	High
30	Marchuk et al., 2021	Academic article	Regional (Visegrad)	Comparative	V4 governance experience supports decentralization	P–institutions; C–models; C–EU	Mechanism	High
31	Patyka et al., 2023	Academic article	Local (rural)	Case study	Decentralization challenges in rural LG	P–local; C–self-government; C–Ukraine	Barrier	High
32	Yurko & Riabtsev, 2024	Academic article	National/Regional	Analytical	Investment & innovation for long-term sustainability	P–institutions; C–planning; C–Ukraine	Offer	Moderate
33	Malynovskyy, 2024	Academic article	National	Comparative	Polish experience strengthens Ukrainian LG reform	P–institutions; C–legal mechanisms; C–Ukraine/EU	Mechanism	High
34	Law No. 1275-VI	Legal act	National	Normative	Associations of LGs support cooperation	P–local institutions; C–cooperation; C–Ukraine	Mechanism	High
35	Bondarenko et al., 2021	Academic article	Enterprise/Local	Applied	Project risk control tools for SMEs	P–local economy; C–project management; C–Ukraine	Offer	Moderate
36	Arestenko, 2023	Academic article	Supply chains/Local	Analytical	Digitalization improves project management	P–institutions; C–project mgmt; C–Ukraine	Offer	Moderate

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Nº	Source (Author, Year)	Type	Governance Level	Methodological Approach	Key Findings	PCC Relevance	Category	Evidence Strength
37	Hirna et al., 2022	Academic article	Business/local	Applied	Digital marketing as LG-related economic tool	P–local; C–development tools; C–Ukraine	Offer	Moderate
38	Vakarov et al., 2024	Academic article	National	Modelling	Strategic development faces fiscal risks	P–institutions; C–strategic planning; C–Ukraine	Barrier	High
39	Tang et al., 2024	Academic article	National (China)	Case study	Performance management insights	P–institutions; C–performance mgmt; C–Asia	Mechanism	Moderate
40	Havryliuk, 2024	Academic article	Local/institutional	Theory	Ethical foundations for local-economic decisions	P–institutions; C–ethics; C–Ukraine	Mechanism	Low
41	Siur et al., 2024	Academic article	National	Legal analysis	Constitutional foundations of LG in Ukraine	P–institutions; C–legal framework; C–Ukraine	Mechanism	High
42	Law No. 2625-III	Legal act	Local/community	Normative	Regulates public self-organization bodies	P–community; C–legal framework; C–Ukraine	Offer	High